

# Exhibit 69

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**Engineering-Wide Leveling Guide (go/eng-level-guide)**

Note that this leveling guide is intended to serve as general guidelines for what's expected at each level, but is not a representation of expectations for any specific ladder. Where questions arise, employees, managers and committees should reference the specific ladder for details and/or contact perf-help@google.com or their respective HRBP.

For the SWE ladder L3-L7, see [goto/new-swe-ladder](#). To find other ladders, see [Magnet](#).

Leveling Criteria	Knowledge & Experience	Complexity & Scope	Leadership & Influence	Organizational Impact
Definition	<ul style="list-style-type: none"> <li>Depth and breadth of domain knowledge; knowledge of Google-specific technologies and ways of working; and experience to do the job</li> </ul>	<ul style="list-style-type: none"> <li>Identifies:               <ul style="list-style-type: none"> <li>The scale of the work/projects for which the job is accountable</li> <li>The type of problems addressed in the job</li> <li>The manner in which problems are addressed in the job</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Identifies:               <ul style="list-style-type: none"> <li>Degree of guidance received</li> <li>Degree of guidance provided to others</li> <li>Degree of influence the job has on others and the organization</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Identifies:               <ul style="list-style-type: none"> <li>The organizational reach/area of impact of the job</li> <li>The nature of impact/contribution to on Google</li> </ul> </li> </ul>

	Knowledge & Experience	Complexity & Scope	Leadership & Influence	Organizational Impact
Level 1	<ul style="list-style-type: none"> <li>Basic knowledge of Google-specific technologies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Completes routine tasks</li> <li>Works to pre-defined set of guidelines and escalates as soon as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Receives detailed instructions on all work</li> <li>Works under close supervision</li> <li>Solves problems according to established procedures</li> </ul>	<ul style="list-style-type: none"> <li>Contribute primarily to completing own tasks</li> <li>Limited impact on the work group via personal accuracy, timeliness, quality, and volume of work</li> </ul>
Level 2	<ul style="list-style-type: none"> <li>Developing or have developed proficiency and effectiveness within relevant domain, plus Google-specific technologies and methodologies</li> </ul>	<ul style="list-style-type: none"> <li>Work on tasks of varying complexity &amp; scope</li> <li>Problem set is sometimes well-defined to varying degrees</li> <li>Seeks out and finds existing solutions and tools to solve</li> </ul>	<ul style="list-style-type: none"> <li>Plan and execute own work assignments, under varying degrees of supervision</li> <li>Mentor Nooglers</li> </ul>	<ul style="list-style-type: none"> <li>Contribute primarily to own work group/ project section</li> <li>Direct impact on the work group via personal accuracy, timeliness, quality, and volume of work</li> </ul>

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		problems of varying complexity		
Level 3	<ul style="list-style-type: none"> <li>Fully proficient and productive within the relevant domain, plus Google-specific technologies and methodologies</li> <li>Has developed specific area of expertise within the domain</li> </ul>	<ul style="list-style-type: none"> <li>Work on tasks of moderate to high complexity &amp; scope</li> <li>Evaluate data, identify and contribute to/ or decide on solutions through:               <ul style="list-style-type: none"> <li>Utilize knowledge acquired from experience and precedence</li> <li>Varying amount of input and/or contribution from more senior-level and/or long-term Googlers</li> </ul> </li> <li>Anticipate and communicate problems to team members</li> </ul>	<ul style="list-style-type: none"> <li>Plan and execute own work assignments, with minimal supervision</li> <li>Routinely exercise independent judgment and discretion to achieve defined objectives, yet recognize when problem solving may benefit from additional input</li> <li>Serves as a resource to others</li> <li>Mentor and train Nooglers and lower-level Googlers</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to own work group/project section, as well as others that are closely related</li> <li>Direct impact on the work group/project section, through the quality, accuracy, timeliness, and volume of work provided by self and others</li> </ul>
Level 4	<ul style="list-style-type: none"> <li>Highly proficient and developing or has developed a comprehensive knowledge of relevant domain, plus Google-specific technologies and methodologies</li> <li>Full understanding of area of expertise</li> </ul>	<ul style="list-style-type: none"> <li>Work on projects, strategies, and problems of moderate to high complexity and scope</li> <li>Anticipate and propose and decide upon solutions through evaluation and analysis of data and business needs</li> <li>Identify and recommend creative ways to leverage and/or enhance existing practices</li> </ul>	<ul style="list-style-type: none"> <li>Plan and execute own work assignments and provide guidance to more junior team members</li> <li>Work independently, but with awareness of project priorities</li> <li>May manage project priorities, define tasks, and coordinate activities, deliverables, and schedules, exercising considerable independent judgment and discretion</li> <li>Share knowledge with others</li> <li>Mentor and train Nooglers and lower-level Googlers</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to own work group/project section, as well as others that are closely related</li> <li>Significant impact on the work group/project section through:               <ul style="list-style-type: none"> <li>Quality, accuracy, timeliness and volume of work provided by self and others</li> <li>Advice, reviews, and recommendations provided to others</li> </ul> </li> <li>Contribute to cross-project and/or cross-team collaborations</li> </ul>
Level 5	<ul style="list-style-type: none"> <li>Expert knowledge of relevant domain, plus Google-specific technologies and methodologies</li> <li>Deep understanding in two or more areas of expertise</li> </ul>	<ul style="list-style-type: none"> <li>Work on projects, strategies, and problems of high complexity &amp; scope</li> <li>Design policies, processes, procedures, methods, tests, and/or components, from the ground up</li> </ul>	<ul style="list-style-type: none"> <li>Plan and execute own work, based on long-term project objectives</li> <li>Manage project priorities and technical resources, plus relationships with multiple</li> </ul>	<ul style="list-style-type: none"> <li>Key contributor to own work group/project section, as well as others that are closely related</li> <li>Impact work group/project sections through:               <ul style="list-style-type: none"> <li>Size or significance of teams</li> </ul> </li> </ul>

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	<ul style="list-style-type: none"> <li>Developing or has developed reputation as the "go to" person for areas of expertise</li> </ul>	<ul style="list-style-type: none"> <li>Identify work/process redundancies and contribute to efforts to reduce or eliminate those redundancies</li> </ul>	<ul style="list-style-type: none"> <li>partner-teams, directors, and/or vendors</li> <li>Recognize strengths and limitations of more junior team members</li> <li>Mentor and train Nooglers and lower-level Googlers</li> </ul>	<ul style="list-style-type: none"> <li>and/or projects managed               <ul style="list-style-type: none"> <li>Influence on project direction</li> <li>Delivery of value-added perspectives</li> </ul> </li> <li>Contribute to cross-functional and/or cross-organizational collaborations</li> </ul>
Level 6	<ul style="list-style-type: none"> <li>Proven depth and breadth of knowledge of relevant domain, plus Google-specific technologies and methodologies</li> <li>Recognized as the expert/ "go-to" person for areas of expertise</li> </ul>	<ul style="list-style-type: none"> <li>Work on multiple large projects and/or a single complex or mission-critical project</li> <li>Collaborate on significant and/or unique problems</li> <li>Integrate disparate projects/processes to create widely-reusable components/services</li> </ul>	<ul style="list-style-type: none"> <li>Plan and execute project(s), based on long-term objectives of functional area, with minimal supervision</li> <li>Leverage proven project, team, and/or people leadership skills to manage project priorities and technical resources; may manage people</li> <li>Arbitrate in cases of technical disagreement among team members</li> <li>Mentor and train Nooglers and lower-level Googlers</li> </ul>	<ul style="list-style-type: none"> <li>Key contributor to one or more large, infrastructure, and/or mission-critical projects</li> <li>Impact projects through:               <ul style="list-style-type: none"> <li>Project planning and design</li> <li>Creation of sustainable work product</li> </ul> </li> <li>Contribute to efforts beyond core project</li> <li>Build and/or lead cross-functional and/or cross-organizational collaborations</li> </ul>
Level 7	<ul style="list-style-type: none"> <li>Proven organizational awareness; know what's going on within Google, between Google's technologies and its business goals, and the industry</li> <li>Recognized as an authority in the domain</li> </ul>	<ul style="list-style-type: none"> <li>Execute multiple complex and/or mission-critical projects OR a single, large-scale and extremely complex project</li> <li>Generate ideas for new project initiatives</li> <li>Integrate complex components within multi-system projects</li> <li>Identify trade-offs in approach and operations</li> <li>Scope and evaluate the risks associated with changes to a product, process, or service</li> </ul>	<ul style="list-style-type: none"> <li>Set strategy and objectives for the functional area</li> <li>Develop strategic alliances with inside or outside Eng and/or Google</li> <li>Drive Google citizenship activities</li> <li>Grow Google's talent pipeline</li> </ul>	<ul style="list-style-type: none"> <li>Key contributor to functional area</li> <li>Impact functional area through:               <ul style="list-style-type: none"> <li>Enhancing and developing technology, programs and approach</li> <li>Innovation and thought leadership</li> </ul> </li> <li>May Create market opportunities</li> </ul>
Level 8	<ul style="list-style-type: none"> <li>Demonstrate comprehensive</li> </ul>	<ul style="list-style-type: none"> <li>Work on one or more of the</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to setting</li> </ul>	<ul style="list-style-type: none"> <li>Impact Google's long-term direction</li> </ul>

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	<ul style="list-style-type: none"> <li>understanding of how Google shapes the industry</li> <li>Recognized as an authority in multiple functional areas</li> </ul>	<ul style="list-style-type: none"> <li>company's most complex projects and/or problems</li> <li>Translate business needs into actionable initiatives</li> <li>Anticipate and solve problems across functional groups</li> </ul>	<ul style="list-style-type: none"> <li>strategy/objectives for the function</li> <li>Arbitrate and advocate for technical issues</li> <li>Grow Google's senior-level talent pipeline</li> <li>Proven mastery of communication, negotiation, and influence skills</li> <li>May provide input to Executives</li> </ul>	<ul style="list-style-type: none"> <li>and success by contributing to setting strategy/objectives for a key functional area</li> <li>Shape the direction and future of function</li> <li>Ensure products and services are aligned with Google's current and future needs/ expectations</li> </ul>
Level 9	<ul style="list-style-type: none"> <li>Recognized as a world-class expert/guru, both inside and outside of Google</li> <li>Recognized as a resource for innovation and groundbreaking developments</li> </ul>	<ul style="list-style-type: none"> <li>Own several complex projects and fully commit to their success</li> <li>Apply advanced judgment to develop new solutions and think beyond existing resolutions, assumptions, or current knowledge of the area/industry</li> </ul>	<ul style="list-style-type: none"> <li>Influence the function, business, and/or industry through advice/counsel related to Google technologies and business strategy</li> <li>Act as technical advisor to several project teams</li> <li>Consult on project and/or people transitions</li> <li>Grow Google's senior-level talent pipeline</li> <li>Provide input to Executives</li> </ul>	<ul style="list-style-type: none"> <li>Impact Google's long-term direction and success by setting strategy/objectives for the function and/or organization</li> <li>Shape the direction and future of the organization and industry by defining, developing, and implementing groundbreaking technologies</li> </ul>

Note: The levels listed above may or may not correspond directly to numbering conventions in job titles; for example, a SWE-SRE III is a level 4 job.

Questions? Please contact [perf-help@google.com](mailto:perf-help@google.com).